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## Multi-Year Financial Analysis FY2017–FY2021

University Of Maine System

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*Maine's  
Public  
Universities*

UNIVERSITY OF MAINE SYSTEM



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Universities*

UNIVERSITY OF MAINE SYSTEM

# Multi-Year Financial Analysis

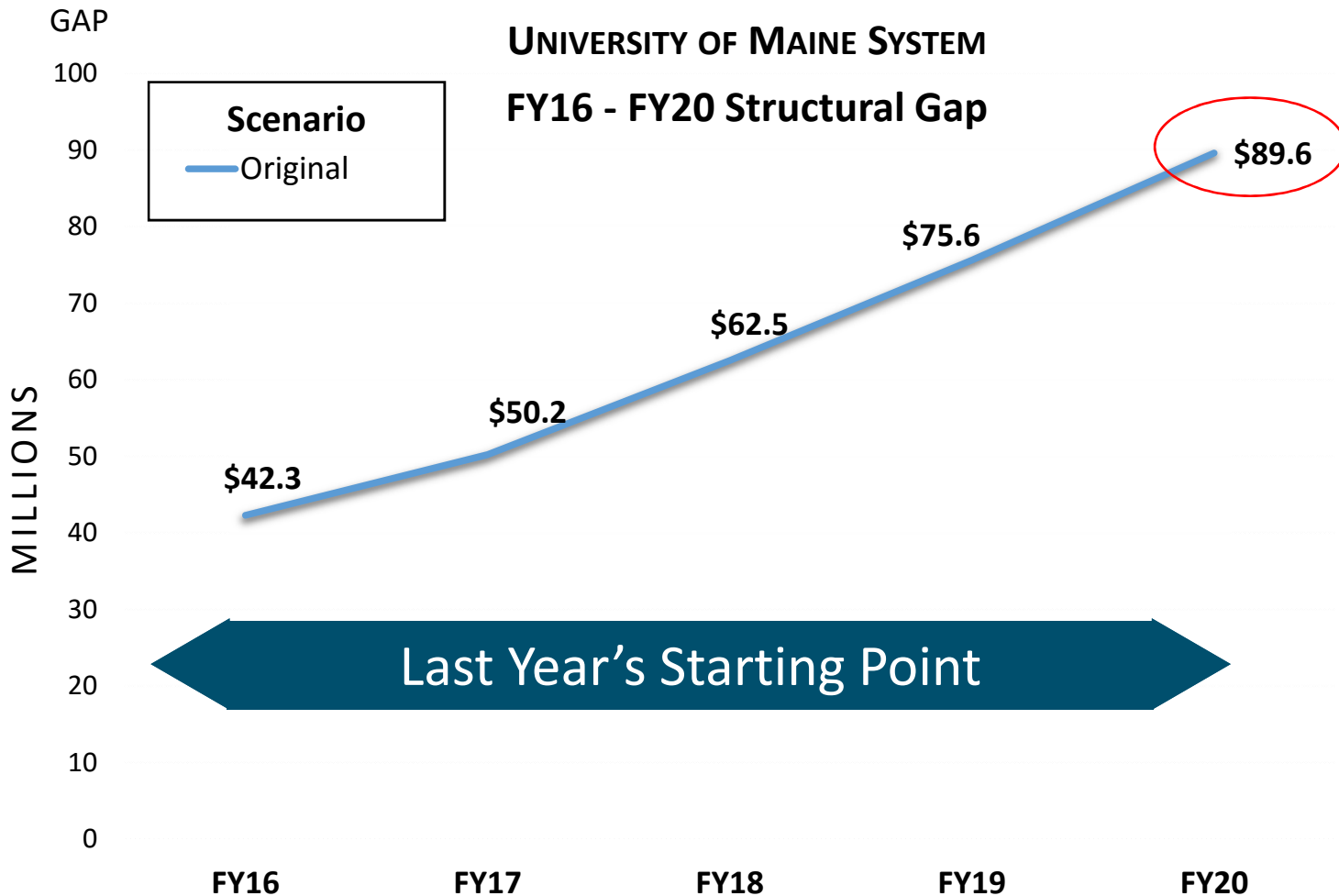
May 23, 2016

**RYAN LOW**

CHIEF FINANCIAL OFFICER

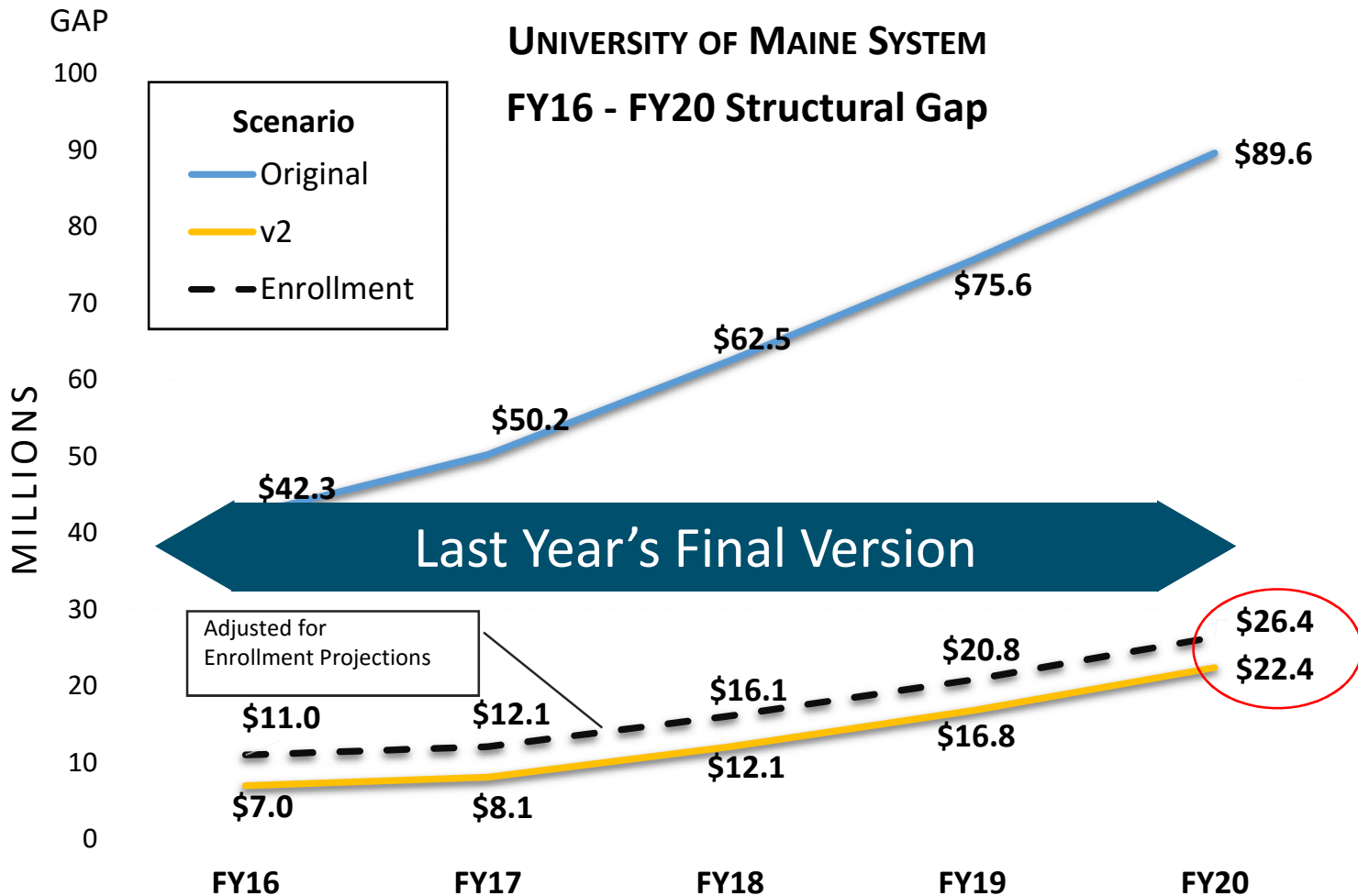
## Original

As presented,  
November 2014



Tuition/Unified Fee	0%	0%	0%	0%	0%
Appropriation	0%	0%	0%	0%	0%
Compensation	2%	2%	2%	2%	2%
Medical	7% Trend	7% Trend	7% Trend	7% Trend	7% Trend
Depreciation	100%	100%	100%	100%	100%

FY16 – FY20  
Structural Gap  
reduced through  
a combination of  
spending  
reductions,  
revenue  
increases (tuition  
and  
appropriation),  
and other  
reallocations at  
the campus level



Tuition/Unified Fee	0%	CPI	CPI	CPI	CPI
Appropriation	1.7%	1.9%	CPI	CPI	CPI
Compensation	1%	1%	2%	2%	2%
Medical	7% Trend	7% Trend	7% Trend	7% Trend	7% Trend
Depreciation	79%	85%	90%	95%	100%



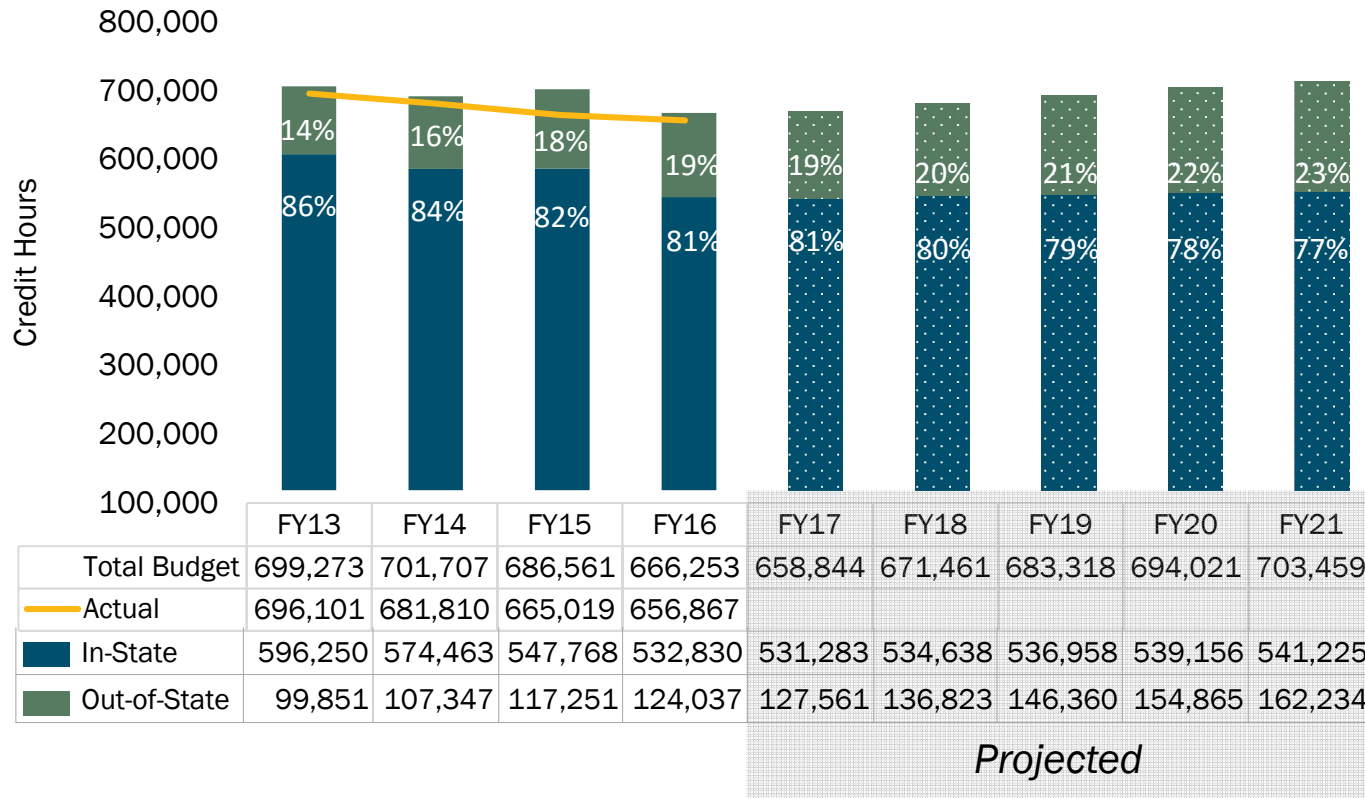
# Dashboard

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
<b>Multi-year Projection</b>	(\$7,154,429)	(\$16,766,632)	(\$16,014,397)	(\$15,434,637)	(\$15,124,896)
<b>Cumulative Impact</b>		(\$23,921,061)	(\$39,935,458)	(\$52,370,094)	(\$70,494,790)

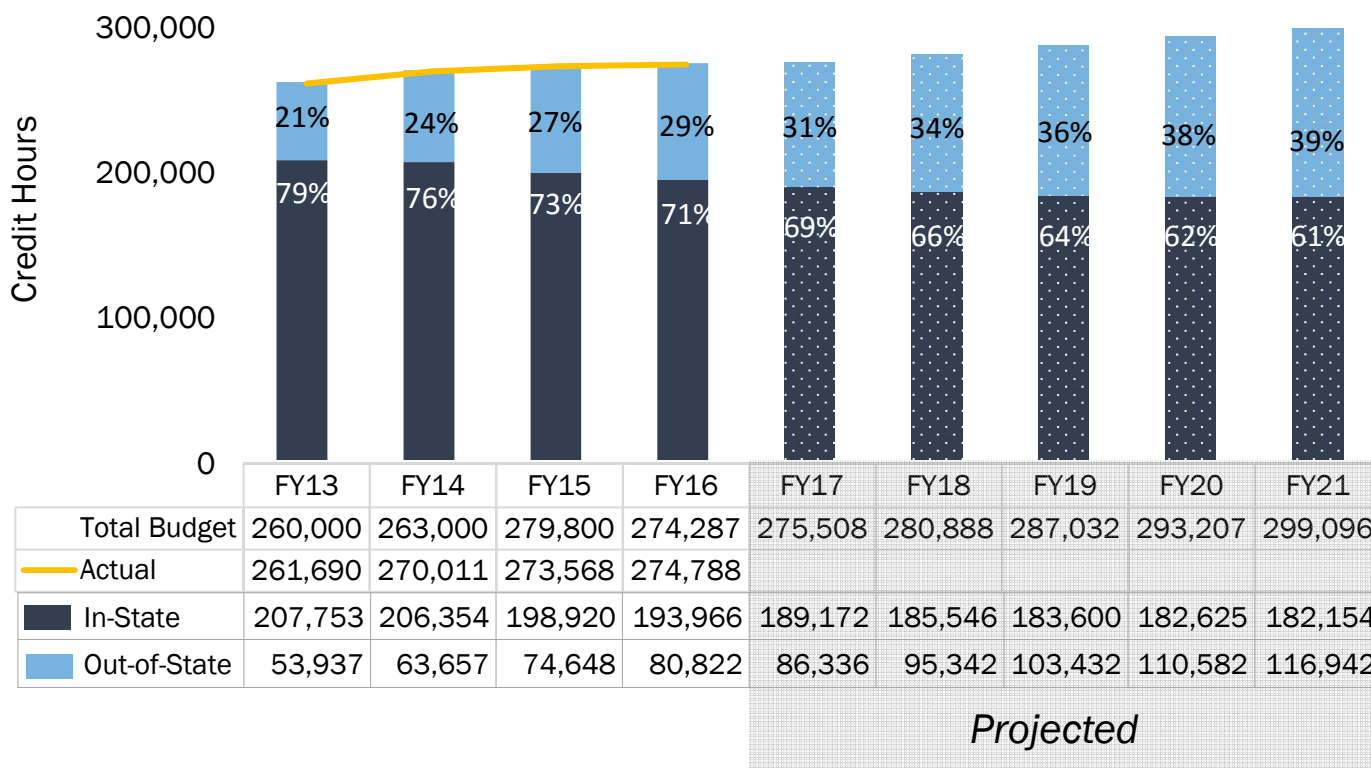
# Dashboard: *Enrollment*

	FY17	FY18	FY19	FY20	FY21
<b>Consumer price index</b>		2.6%	2.3%	2.3%	2.3%
<b>Enrollment</b>	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
<b>Multi-year Projection</b>	(\$7,754,439)	(\$16,766,632)	(\$16,814,337)	(\$15,424,617)	(\$15,124,395)
<b>Cumulative Impact</b>		(\$23,321,811)	(\$23,335,458)	(\$22,271,394)	(\$21,464,790)

# UMS Credit Hour Enrollment *(all campuses)*

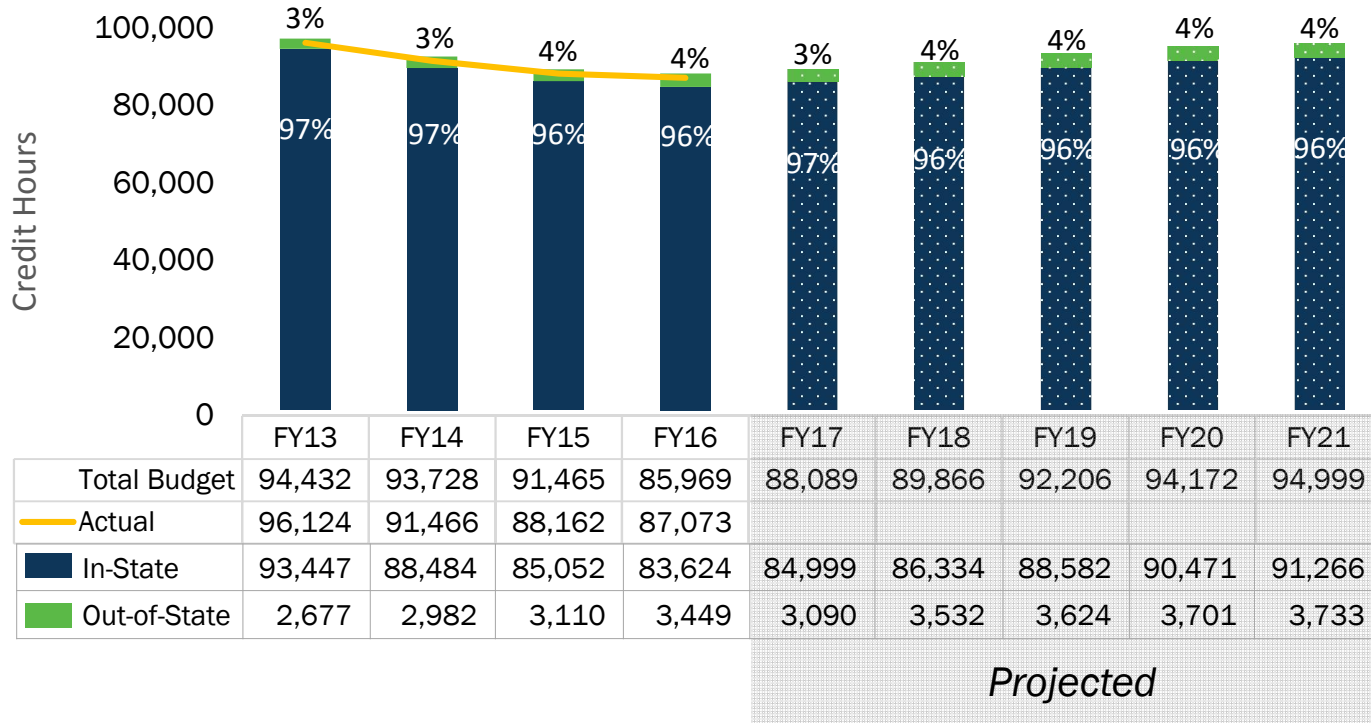


# UMS Credit Hour Enrollment: UMaine

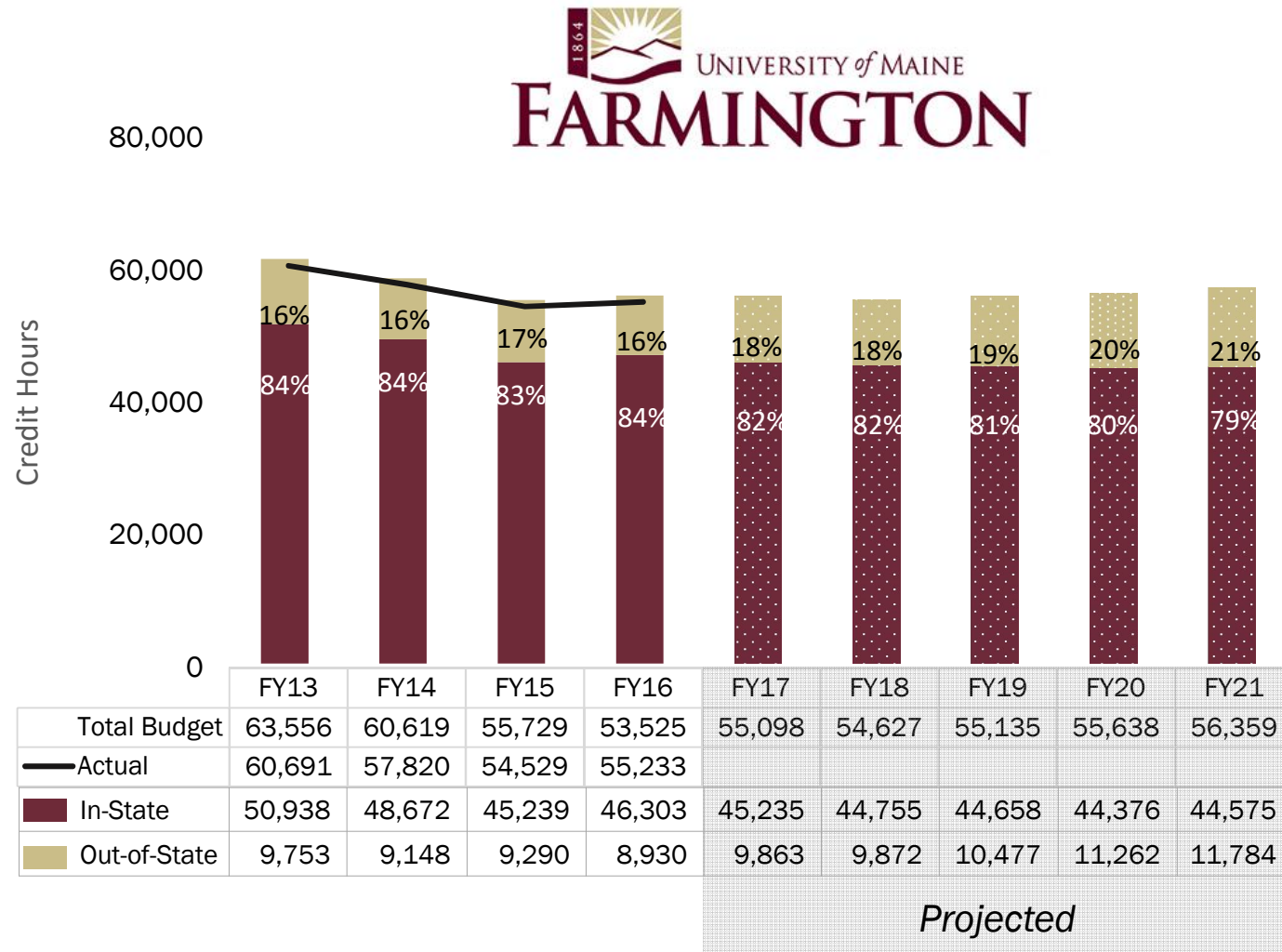




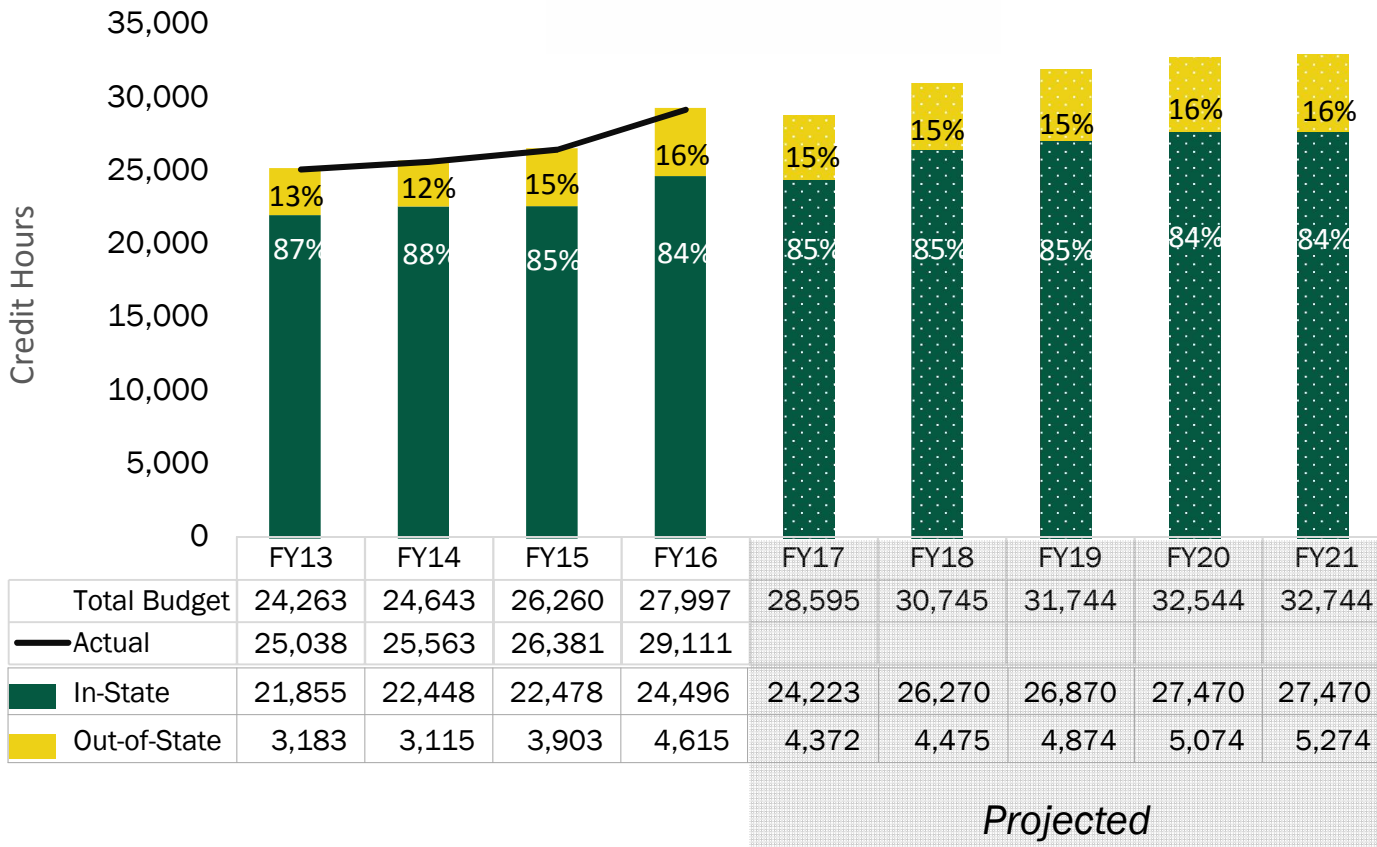
# UMS Credit Hour Enrollment: UMA



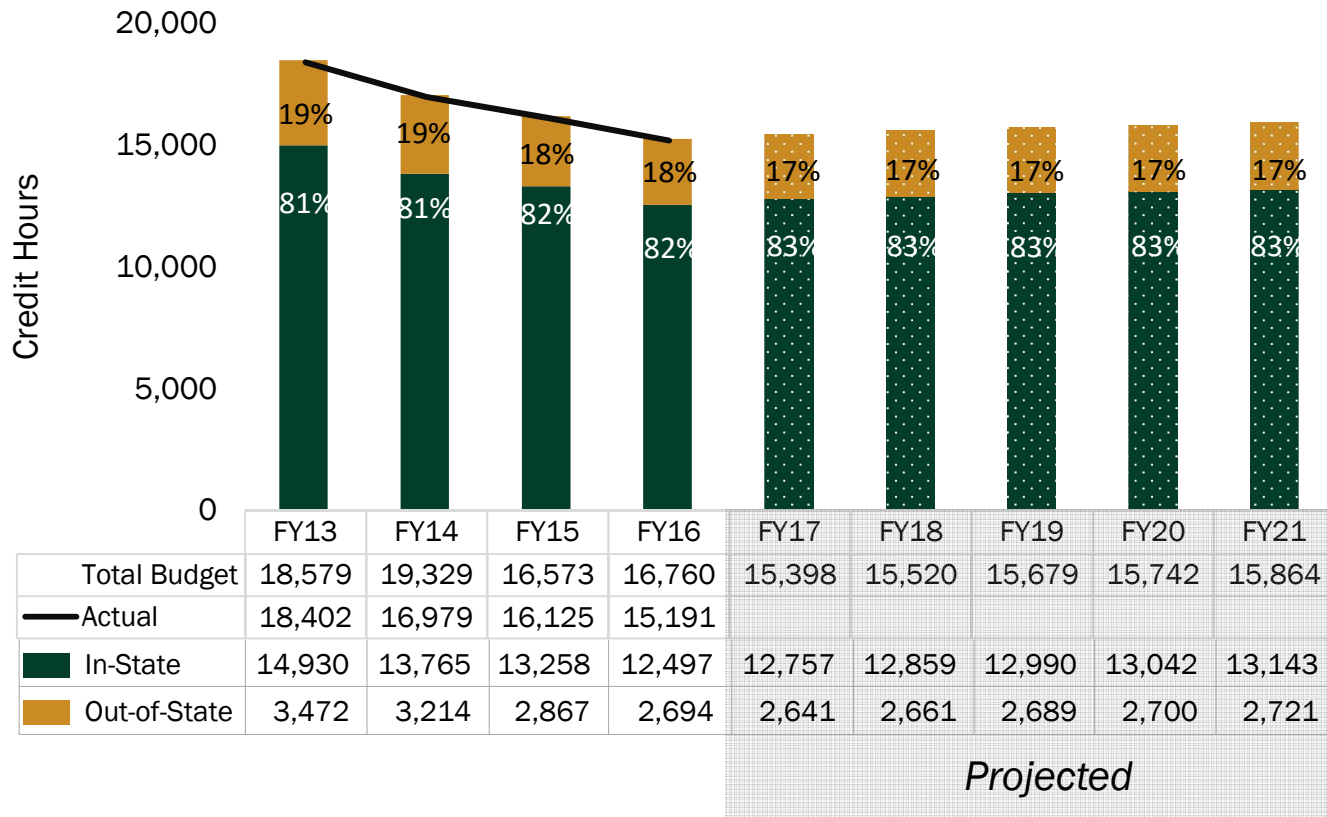
# UMS Credit Hour Enrollment: UMF



# UMS Credit Hour Enrollment: UMFK

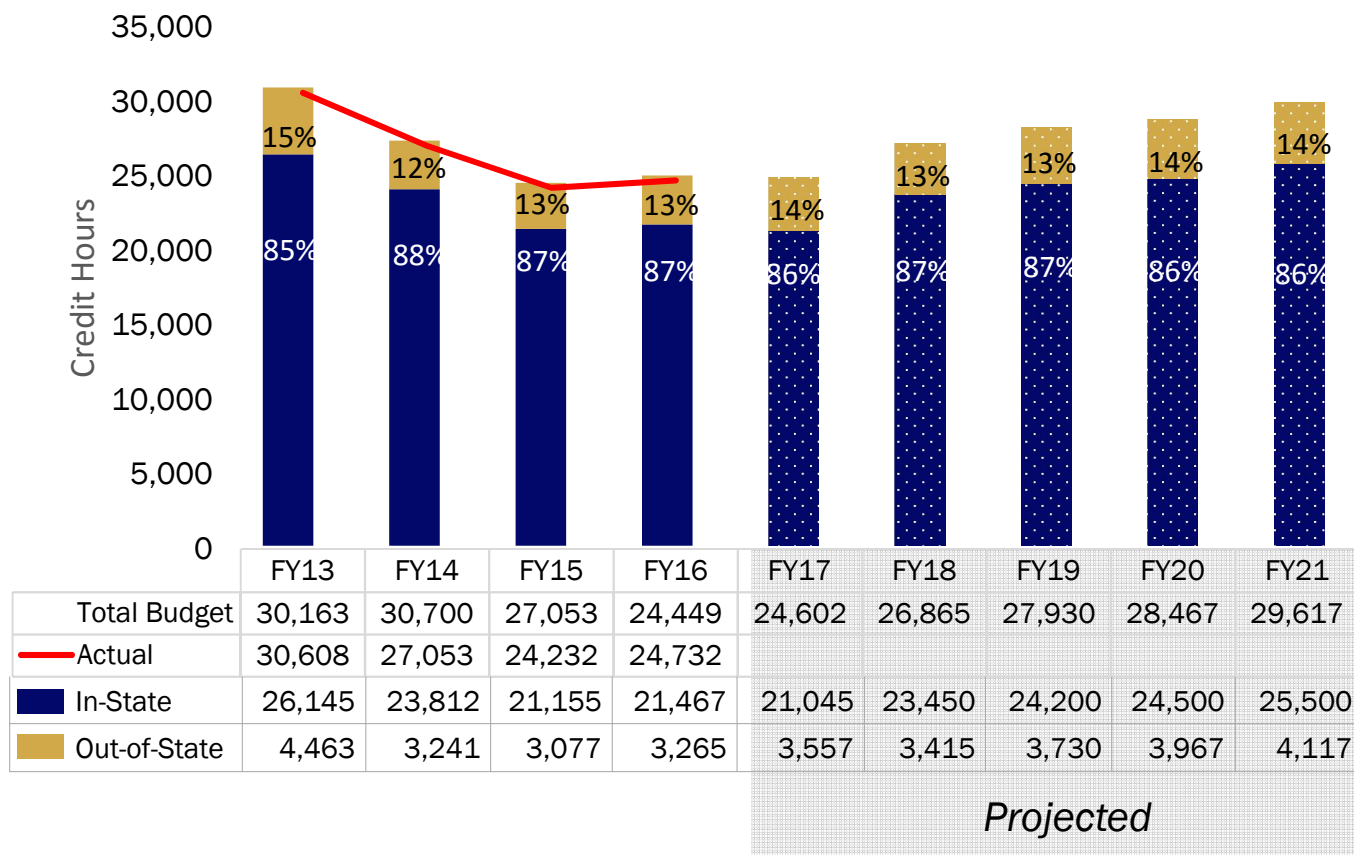


# UMS Credit Hour Enrollment: UMM

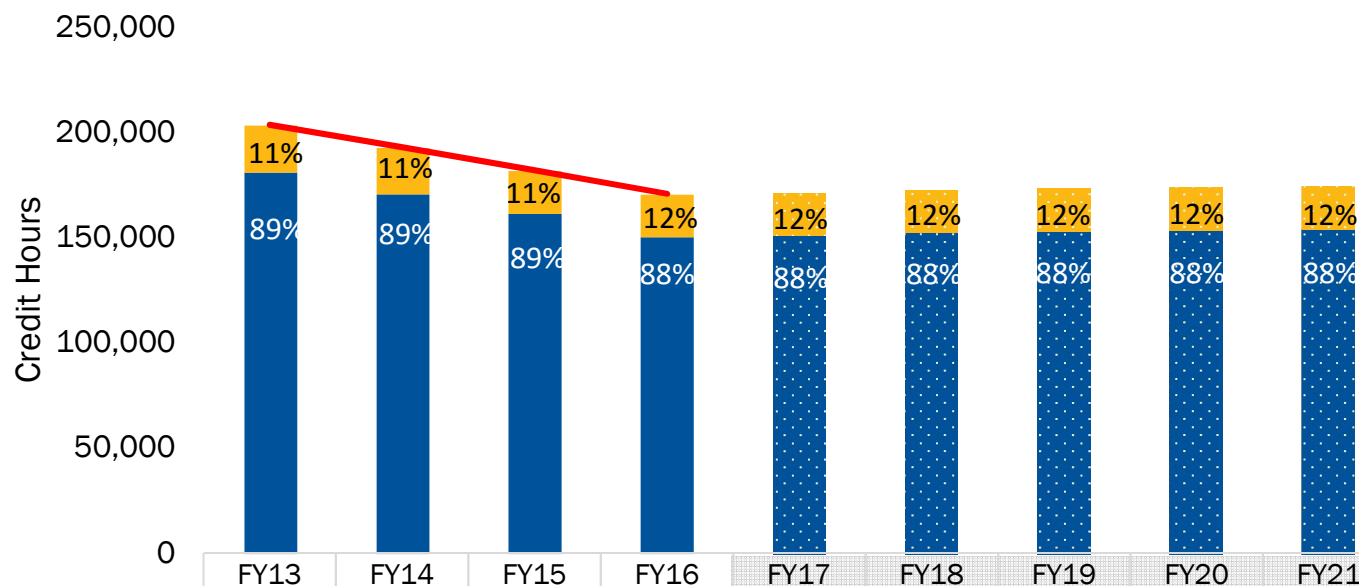




# UMS Credit Hour Enrollment: UMPI



# UMS Credit Hour Enrollment: USM



Total Budget	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Actual	208,280	209,688	189,681	183,266	171,554	172,950	173,592	174,251	174,780
In-State	203,548	192,918	182,023	170,739	151,354	152,556	153,116	153,666	154,086
Out-of-State	22,368	21,991	20,356	20,262	20,200	20,394	20,476	20,585	20,694

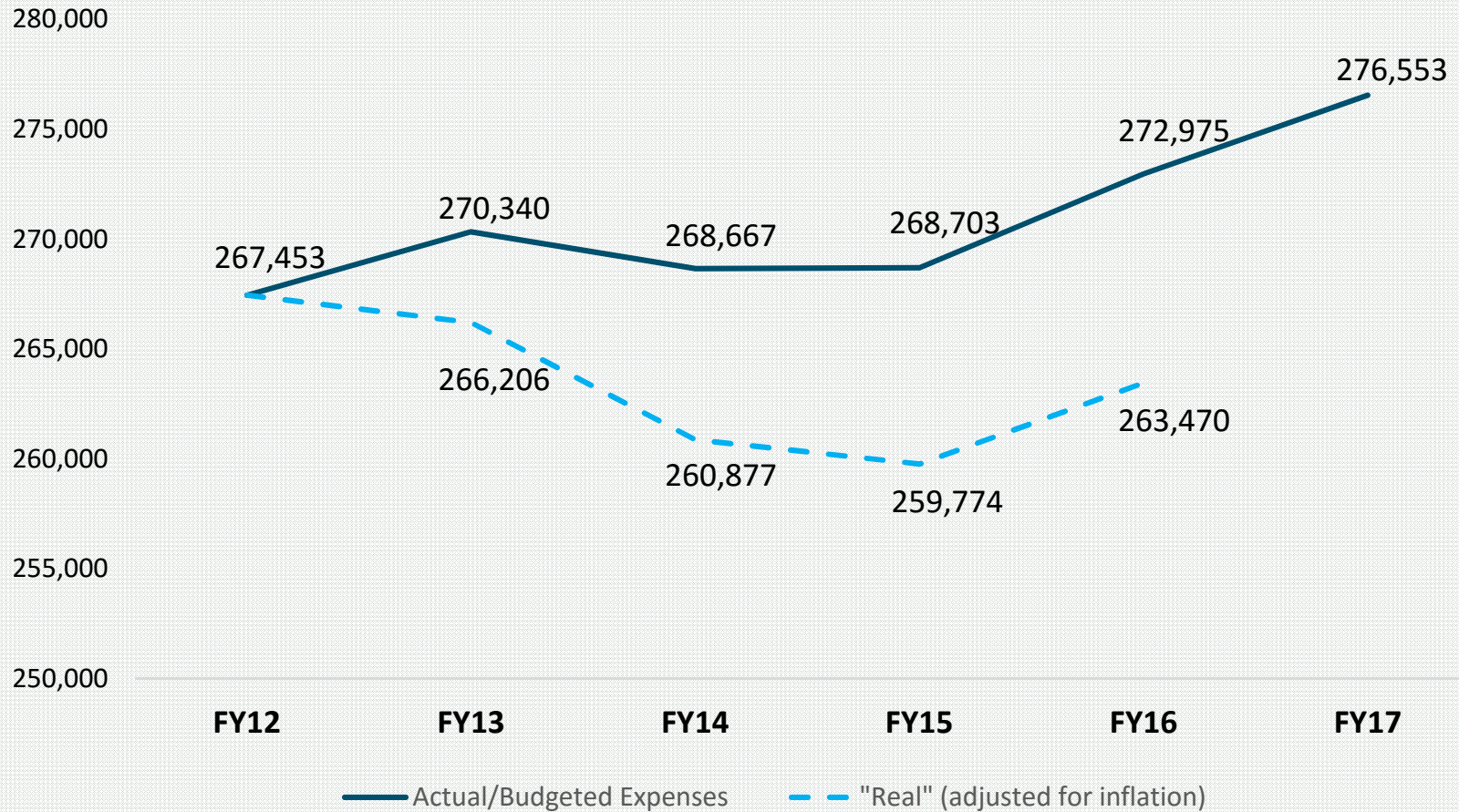
*Projected*

# Dashboard: *Tuition & Fees*

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$1,154,439)	(\$1,766,632)	(\$1,814,397)	(\$1,634,637)	(\$1,124,395)
Cumulative Impact		(\$2,521,961)	(\$2,335,458)	(\$2,071,094)	(\$1,464,790)

# Revenue: Tuition

Includes Tuition & Fees







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# 2015-16 Average Annual Tuition Growth Rates

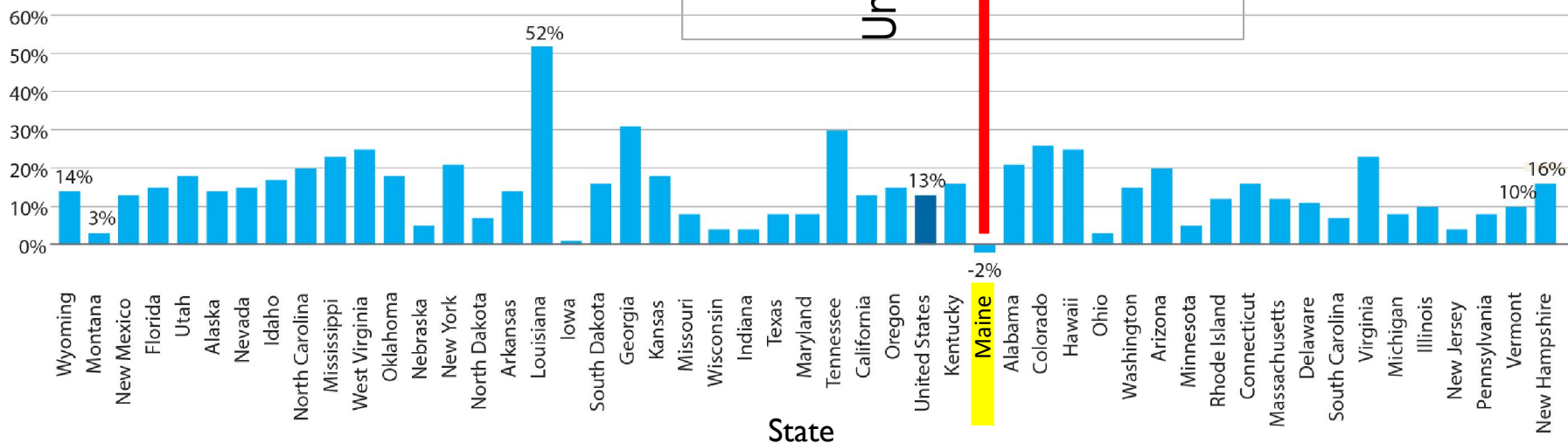
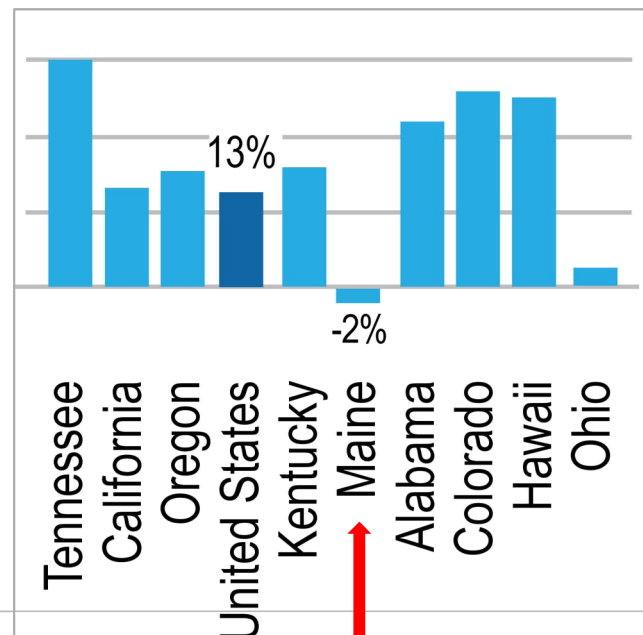
## Tuition and Fees by State — Public Four-Year In-State

Adjusted for inflation

Source: College Board, Trends in  
Higher Education

**Lowest  
Rate in  
the U.S.**

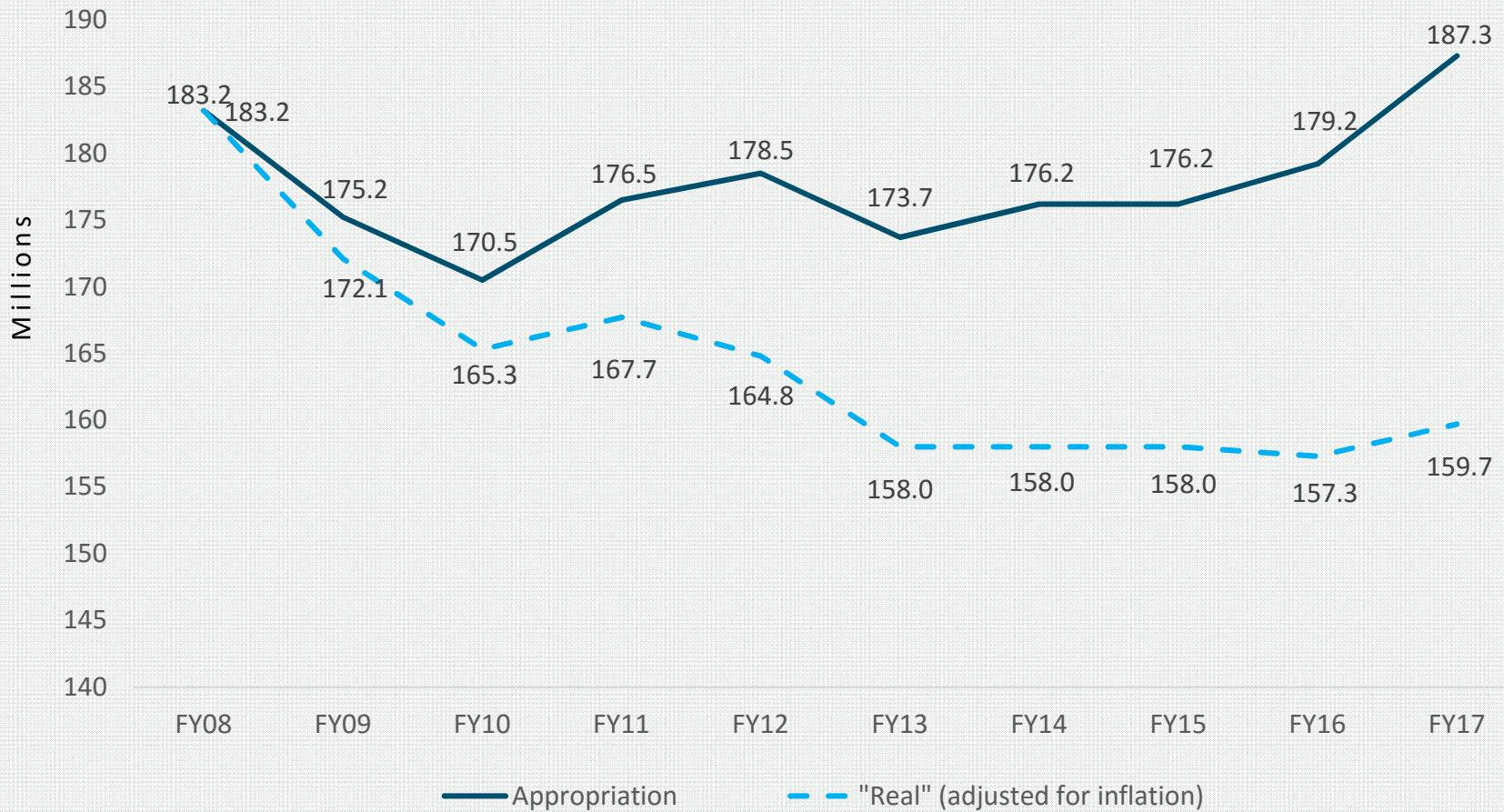
Five-Year Percentage Change



# Dashboard: *Appropriation*

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
<b>Appropriation</b>	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
<b>Multi-year Projection</b>	(\$7,754,439)	(\$16,766,632)	(\$16,814,397)	(\$15,424,637)	(\$15,124,395)
<b>Cumulative Impact</b>		(\$23,321,981)	(\$23,335,458)	(\$22,271,394)	(\$21,624,730)

# Revenue: Appropriation





# Dashboard: *Compensation*

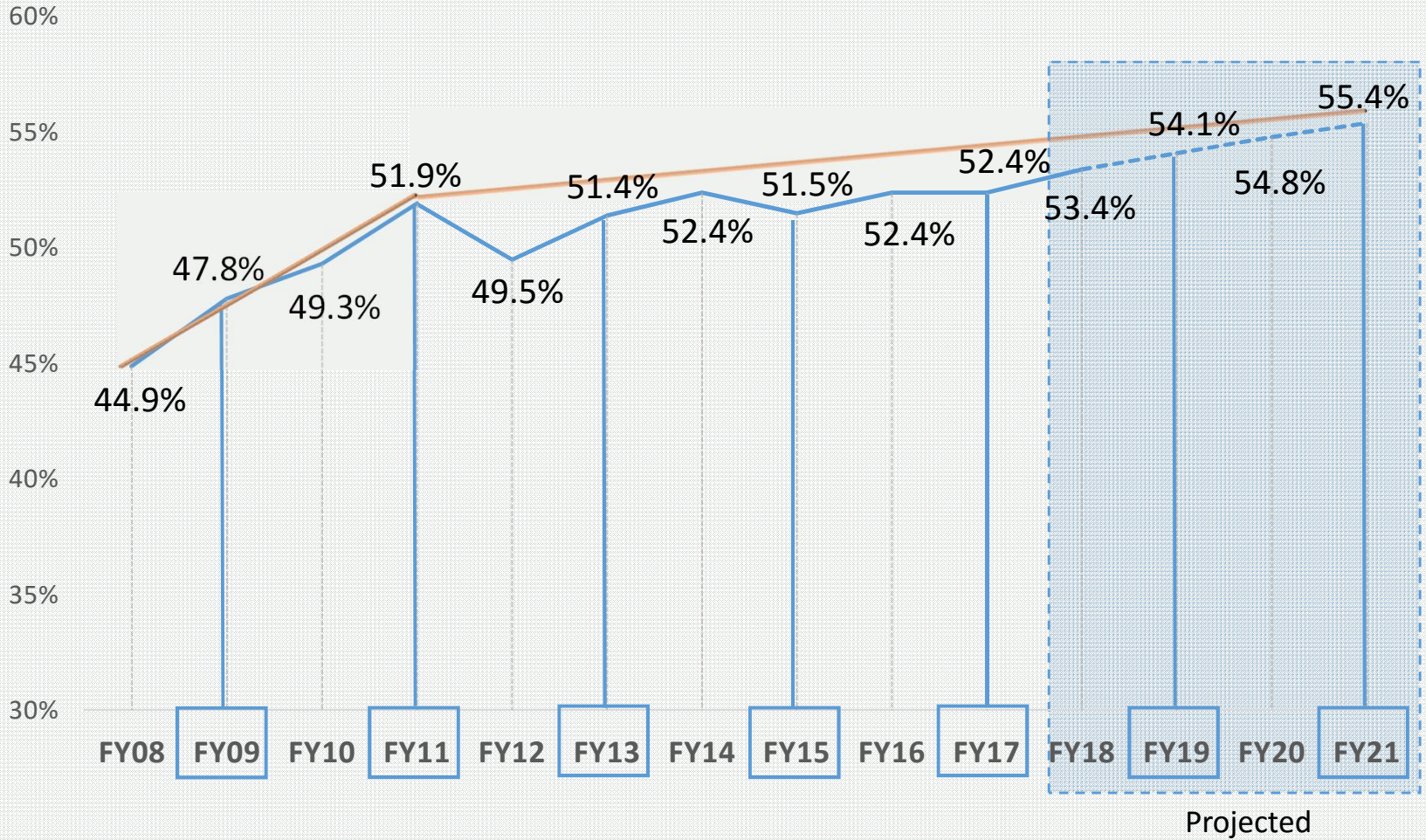
	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$1,154,439)	(\$1,766,632)	(\$1,814,397)	(\$1,424,697)	(\$1,124,395)
Cumulative Impact		(\$2,321,851)	(\$3,325,458)	(\$2,175,394)	(\$1,654,730)



# Dashboard: *Benefits*

	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$7,154,439)	(\$16,766,632)	(\$16,814,397)	(\$15,404,637)	(\$15,124,595)
Cumulative Impact		(\$23,321,811)	(\$23,335,458)	(\$22,175,324)	(\$21,464,730)

# Benefit Rates





# Dashboard: *Non-Compensation Expense*

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$7,754,439)	(\$16,766,632)	(\$16,214,397)	(\$15,434,617)	(\$15,124,395)
Cumulative Impact		(\$23,521,961)	(\$23,356,458)	(\$22,775,294)	(\$21,494,790)



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University of Maine System  
FY17 PROPOSED BUDGET  
BY FUND

	<u>E&amp;G</u>		<u>DESIGNATED</u>		<u>AUXILIARY</u>		<u>TOTAL</u>
<b>Revenues</b>							
Personnel Services	\$322,278,152	73%	\$1,509,115	29%	\$21,366,059	28%	\$345,153,373 66%
Other Expenses & Transfers:							
Fuel & Electricity	15,346,211	4%	10,575	0%	5,988,621	8%	21,345,407 4%
Supplies & Services	26,399,376	6%	2,048,272	40%	24,258,257	32%	52,705,905 10%
Travel	5,673,851	1%	331,816	6%	130,418	0%	6,136,085 1%
Member, Contrib & Sponsor	1,658,714	0%	23,111	1%	38,984	0%	1,720,809 0%
Maintenance & Alterations	10,687,979	3%	332,125	6%	4,232,840	6%	15,252,944 3%
Interest Expense	2,072,264	0%	2,897	0%	4,154,326	5%	6,229,487 1%
Depreciation	28,439,018	6%	219,044	4%	4,935,173	7%	33,593,235 7%
Other Expenses & Transfers	30,246,300	7%	722,815	14%	10,265,602	14%	41,234,717 8%
Total Other Expenses & Transfers	\$120,523,713		\$3,690,655		\$54,004,221		\$178,218,589
Total Expenses	\$442,801,865	100%	\$5,199,817	100%	\$75,370,280	100%	\$523,371,962 100%



# Dashboard: *Capital Expenditures*

	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$1,154,439)	(\$1,786,632)	(\$1,314,397)	(\$1,434,817)	(\$1,124,396)
Cumulative Impact		(\$23,321,811)	(\$23,336,458)	(\$23,371,394)	(\$23,404,790)

# Depreciation Funding

## Agenda for Action 2008

### Summary

The University of Maine System unites seven distinctive public universities in a common purpose to provide quality higher education at affordable cost, to strengthen the Maine economy through research and outreach, and to improve the lives of all Maine citizens. Working collaboratively with Maine's community colleges, K-12 providers, businesses, industry, and government, Maine's University System will help make Maine a better place to live and work by increasing the role, value, reputation, and impact of the universities of the University of Maine System. Below are the five pillars of the *Agenda for Action*.

### Strengthening the Economy of Maine (R&D&E) Outcomes continued:

- Increase the number of graduates in essential disciplines by 25% by 2012, including:
  - Doctorates and Masters in the State's seven strategic research areas
  - Baccalaureates in science, technology, engineering, and math (STEM)
  - Baccalaureates in nursing and health-related professions
  - Teacher Certification (i.e., math, sciences, foreign languages, and special education)

### 3. Environmental Stewardship

#### Goal:

*UMS will be recognized as one of the most environmentally responsible university systems in America; this work will be a common thread in all activities of the System, including*

monitor and achieve goals for selected financial  
ten or slightly positive net change annually  
e for operational cash flow to be 2 times  
tritive for unrestricted net assets to be one-third  
ed 5% of annual expenses  
and academic support expenditures as a  
udget

### Advocacy



## 4. Financial Sustainability

### Goal:

*UMS will continue to be a financially stable enterprise over the long run, addressing the key issues and challenges of the future through a multi-year planning process that embraces prudent financial controls, transparency, cost containment, revenue enhancement, and optimal sizing of the institutions, functions, and activities.*

### Outcomes:

- Hold annual cost increases to the Higher Education Price Index (HEPI)
- Fund retiree healthcare annual costs by 2012
- Fully fund annual capital depreciation by 2017
- Maintain healthcare premium rate increases for active employees at no more than the New England healthcare cost trend average

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# Dashboard: *Investments*

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-state, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	0.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.0%	2.0%	2.0%	2.0%
Benefits-Internal-Regular	52.4%	53.4%	53.4%	53.4%	53.4%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	3.5%	3.5%	3.5%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	\$2,940	\$2,920	\$2,940	\$2,920	\$2,940
Cumulative Impact		\$12,210	\$11,940	\$11,940	\$11,940



# Dashboard: *Base Budget*

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans (undergraduate)		1.6%	1.8%	1.6%	1.4%
In-state, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	0.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.0%	2.0%	2.0%	2.0%
Benefits-Internal-Regular	52.4%	53.4%	53.4%	53.4%	53.4%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	3.5%	3.5%	3.5%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	\$1,400	\$1,420	\$1,440	\$1,460	\$1,480
Cumulative Impact		\$1,270	\$1,290	\$1,310	\$1,330





MYFA FY17-FY21

# Starting Point

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
<b>Multi-year Projection</b>	(\$7,154,429)	(\$16,766,632)	(\$16,014,397)	(\$15,434,637)	(\$15,124,696)
<b>Cumulative Impact</b>		(\$23,921,061)	(\$39,935,458)	(\$55,370,094)	(\$70,494,790)

# Changes

	FY17	FY18 2.6%	FY19 2.3%	FY20 2.3%	FY21 2.3%
<b>Consumer price index</b>					
Enrollment	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan	Campus Enroll Plan
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation	1.9%	2.6%	2.3%	2.3%	2.3%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	54.1%	54.8%	55.4%
Non-Compensation Expense <sup>2</sup>	CBO Submission	CBO Submission	CBO Submission	CBO Submission	CBO Submission
Capital Expenditures	74% of Deprec.	85% of Deprec.	90% of Deprec.	95% of Deprec.	100% of Deprec.
Multi-year Projection	(\$7,154,429)	(\$16,766,632)	(\$16,014,397)	(\$15,434,637)	(\$15,124,696)
Cumulative Impact		(\$23,921,061)	(\$39,935,458)	(\$55,370,094)	(\$70,494,790)



# Changes: *Appropriation*

	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	1.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	(\$7,154,429)	(\$6,097,942)	(\$3,939,529)	(\$2,078,300)	\$406,833
Cumulative Impact		(\$13,252,371)	(\$17,191,901)	(\$19,270,200)	(\$18,863,367)



# Changes: *Benefits*

	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	1.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	(\$7,154,429)	(\$6,097,942)	(\$3,939,529)	(\$2,078,300)	\$406,833
Cumulative Impact		(\$13,252,371)	(\$17,191,901)	(\$19,270,200)	(\$18,863,367)

# Changes: *Non-Compensation Expense*

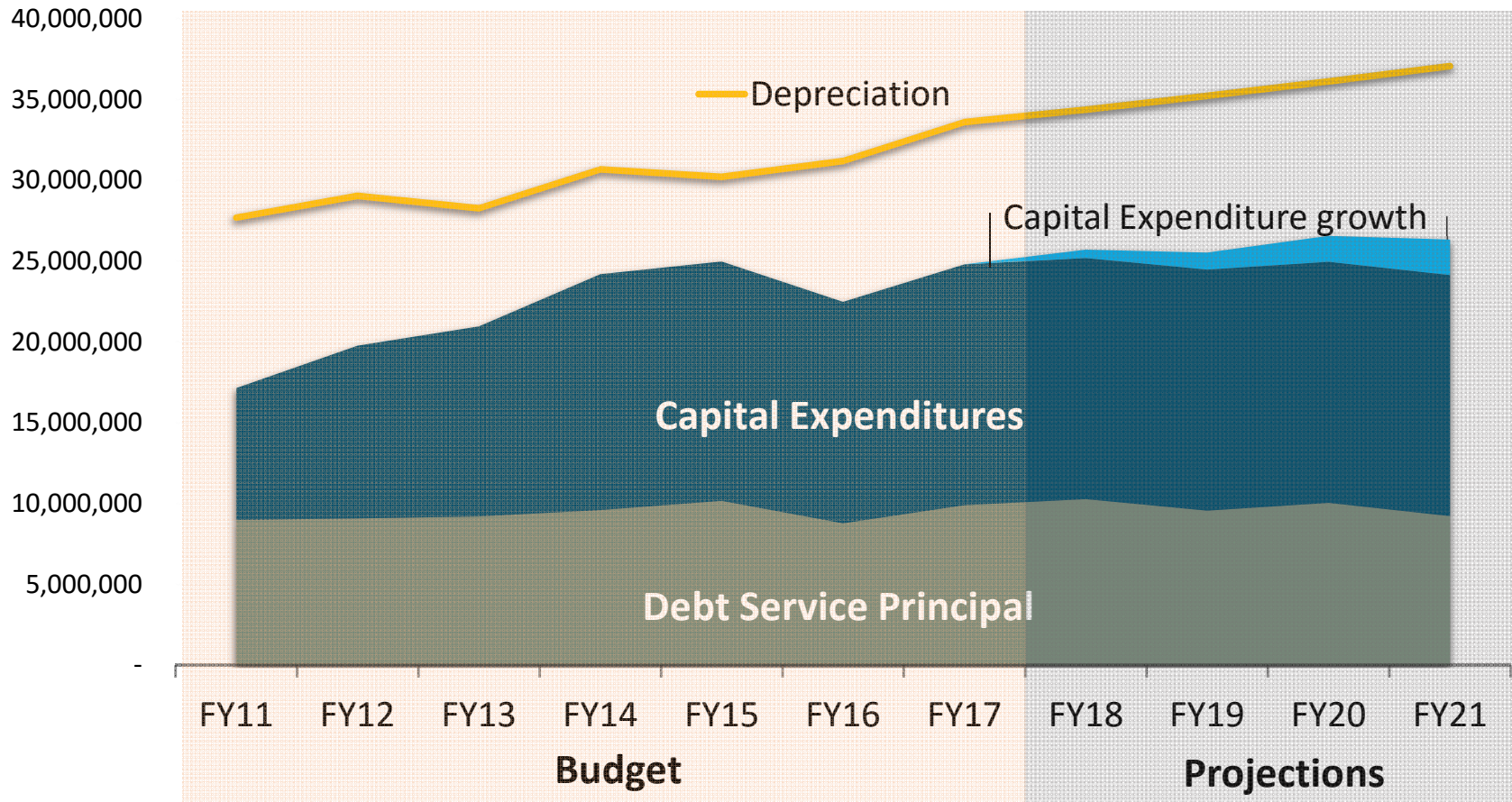
	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	1.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	(\$7,154,429)	(\$6,097,942)	(\$3,939,529)	(\$2,078,300)	\$406,833
Cumulative Impact		(\$13,252,371)	(\$17,191,901)	(\$19,270,200)	(\$18,863,367)



# Changes: *Capital Expenditures*

	FY17	FY18	FY19	FY20	FY21
<b>Consumer price index</b>		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	1.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
<b>Capital Expenditures</b>	0.0%	3.5%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
<b>Multi-year Projection</b>	(\$7,154,429)	(\$6,097,942)	(\$3,939,529)	(\$2,078,300)	\$406,833
<b>Cumulative Impact</b>		(\$13,252,371)	(\$17,191,901)	(\$19,270,200)	(\$18,863,367)

## Capital Expenditures and Debt Service Compared to Depreciation - Budget/Projections





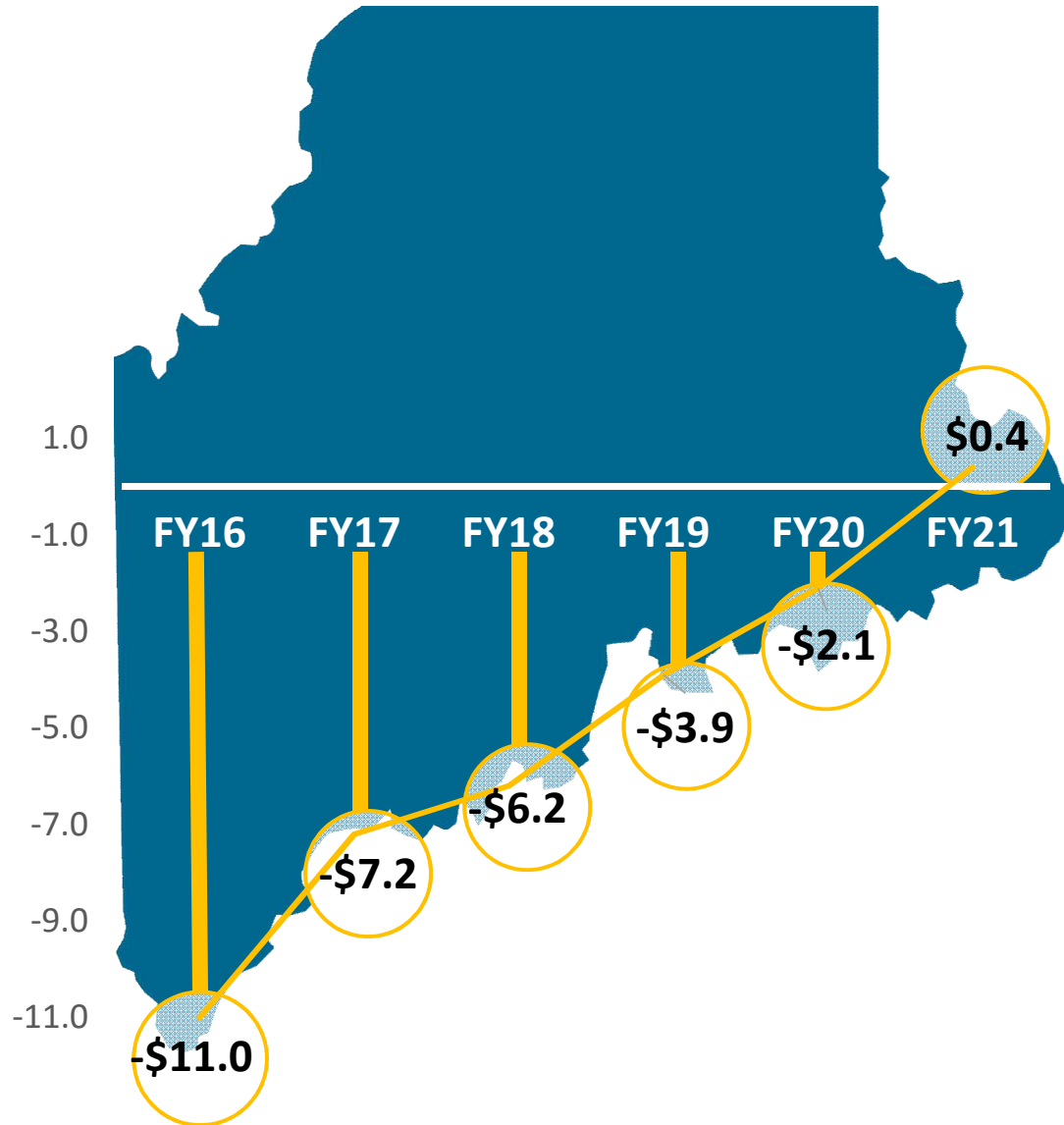
# Final Version

	FY17	FY18	FY19	FY20	FY21
<b>Consumer price index</b>		<b>2.6%</b>	<b>2.3%</b>	<b>2.3%</b>	<b>2.3%</b>
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
Additional Appropriation (variable)	0.0%	1.0%	0.0%	0.0%	0.0%
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.5%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
<b>Multi-year Projection</b>	<b>(\$7,154,429)</b>	<b>(\$6,097,942)</b>	<b>(\$3,939,529)</b>	<b>(\$2,078,300)</b>	<b>\$406,833</b>
<b>Cumulative Impact</b>		<b>(\$13,252,371)</b>	<b>(\$17,191,901)</b>	<b>(\$19,270,200)</b>	<b>(\$18,863,367)</b>

# Final Version

	FY17	FY18	FY19	FY20	FY21
Consumer price index		2.6%	2.3%	2.3%	2.3%
Enrollment	0.0%	1.6%	1.8%	1.6%	1.4%
Aggregate of Campus Enrollment Mgmt Plans [undergraduate]		1.6%	1.8%	1.6%	1.4%
In-State, Undergraduate Tuition Rate <sup>1</sup>	0.0%	2.6%	2.3%	2.3%	2.3%
Unified Fee Rate	0.0%	2.6%	2.3%	2.3%	2.3%
Appropriation (fixed)	1.9%	2.6%	2.3%	2.3%	2.3%
<b>Multi-year Projection</b>	<b>(\$7,154,429)</b>	<b>(\$6,097,942)</b>	<b>(\$3,939,529)</b>	<b>(\$2,078,300)</b>	<b>\$406,833</b>
Compensation	1.0%	2.6%	2.3%	2.3%	2.3%
Benefits-Internal-Regular	52.4%	53.4%	53.7%	54.0%	54.3%
Non-Compensation Expense <sup>2</sup>	0.0%	1.5%	1.5%	1.5%	1.5%
Capital Expenditures	0.0%	3.6%	4.0%	4.5%	5.0%
Board of Trustee Investments	\$0	\$0	\$0	\$0	\$0
Base Budget Financial Assistance as Needed <sup>3</sup>	\$0	\$0	\$0	\$0	\$0
Multi-year Projection	(\$7,154,429)	(\$6,097,942)	(\$3,939,529)	(\$2,078,300)	\$406,833
Cumulative Impact		(\$13,252,371)	(\$17,191,901)	(\$19,270,200)	(\$18,863,367)

# Annual Projected Budget Gaps







*Maine's  
Public  
Universities*

UNIVERSITY OF MAINE SYSTEM



*Maine's  
Public  
Universities*

UNIVERSITY OF MAINE SYSTEM

# Questions